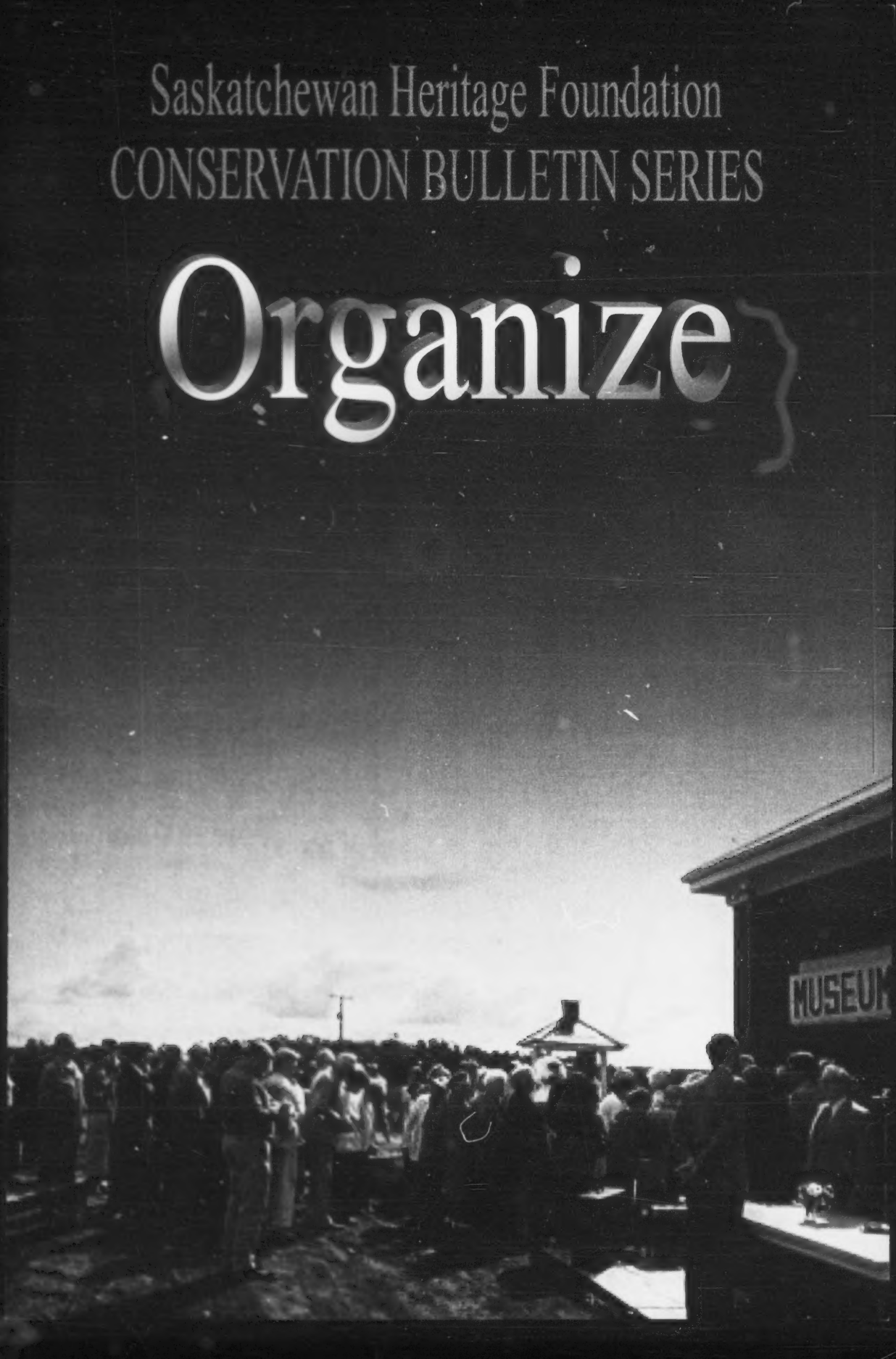
Saskatchewan Heritage Foundation

CONSERVATION BULLETIN SERIES

Organize



Organize - This Bulletin provides some insight into community-based heritage projects in Saskatchewan that have successfully met the challenge of securing the human and financial resources to meet their goals.

Cover Photo - Kamsack Power Plant / Pugh

Canada's Historic Places | Lieux patrimoniaux du Canada

Saskatchewan Heritage Foundation

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3. Fundraising Committee

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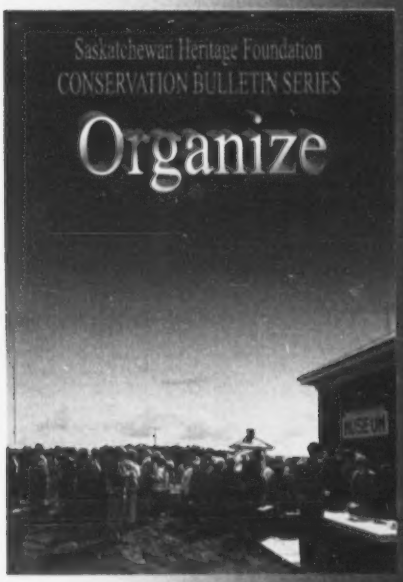
5. Interpreting Your Site



The Saskatchewan Heritage Foundation (SHF) is a Crown Corporation established by provincial legislation in 1991 to support heritage projects at the provincial and community level that seek to conserve, research, interpret, develop and promote Saskatchewan's diverse heritage resources.

The Heritage Resources Branch of the Ministry of Tourism, Parks, Culture and Sport facilitates the protection and conservation of heritage resources in Saskatchewan through inventory, regulatory, research, and consultative programs and services under *The Heritage Property Act*.

The Historic Places Initiative (HPI) - represents a collaboration of Canada's federal, provincial and territorial governments to: engage Canadians in the conservation of historic places; facilitate collaborations to build capacity and a credible and coherent heritage management system in Canada; and provide incentives to mobilize Canadian support of heritage conservation.

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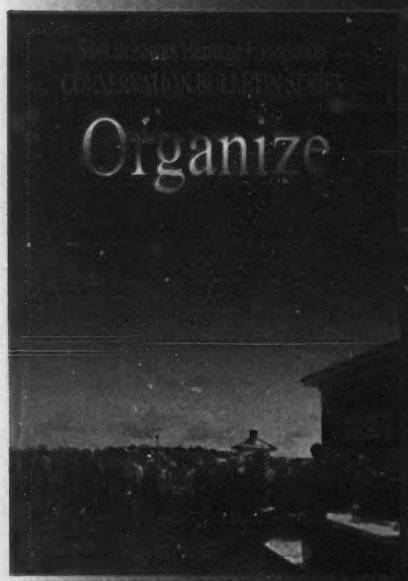

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INTRODUCTION

***For decades**, it has been a daunting challenge to secure both the human and financial resources for undertaking community-based heritage conservation projects in Saskatchewan.* This Bulletin will not necessarily erase that difficulty, but it will provide some insight into what has been done successfully at projects throughout the province, and discuss ways of adapting those success stories into similar or perhaps radically different heritage projects. The scope of these projects ranges from a small country church, which may cost in the range of $5,000 to $10,000 to rehabilitate, to a larger project involving perhaps $100,000, to a major project requiring several million dollars. Although the funding required for these projects varies extensively, the means to secure all of the necessary resources are not always all that different.

It is the intention of this Bulletin, therefore, to share a variety of experiences. Some will show how an entire project was successfully undertaken; others how only a portion was done well, and perhaps some not so well; while for others the end is far from being in sight, and much more work will have to be undertaken to complete those projects. The projects identified will also demonstrate a wide variety of conservation methods, everything from stabilization to restoration to reconstruction. It is important to remember that the successes discussed in this Bulletin worked for those specific projects. When considering what will work for any project, one must pick and chose elements, as each project presents its own challenges, and hence its own solutions. What helped conserve the CPR Station at Rosthern did not necessarily work for the CPR Station at Theodore — yet both structures have been preserved.

ESTABLISH A WORKING COMMITTEE OR HERITAGE SOCIETY

1. Determine What Needs to be Done and How to Proceed

Probably the first two questions that should be asked are: "What needs to be done?" and "What is the best way to do this work?" A cursory review of any site will often point out problems that need to be addressed in order to preserve or rehabilitate the building or structure involved. Does the work appear to require repair or replacement? Does it appear that the services of a professional engineer, architect or tradesperson may be required to identify problems? Are there building movement issues that require an engineering assessment of the foundation or other structural components?

A number of myths have developed over the past half century that encourage needless replacement of all sorts of building parts, such as windows, doors, siding and roofing, in favour of so-called "maintenance free" products. Most of those new products have not withstood the test of time that the original products have, and as the years pass, often are shown not to be the magic cure for maintenance that they were advertised to be.

Consult qualified heritage professionals early in the process to help determine what is actually required, and how this can best be achieved. Once the scope of work has been determined, a second question needs to be addressed: "What is the best way to do the work?"

Can this be done by local volunteers, or does it require the services of professional construction personnel? Is the work primarily repair, or is replacement a major factor? Are original materials available, or will modern substitute materials be required? Can the work be co-ordinated and undertaken by a few people, or does it require the creation of a new committee or heritage society to take on the project? Is public safety an issue that requires immediate attention, or can this be addressed gradually as the project progresses?

If the project likely requires public funding and support from various private or corporate sources, it is first necessary to gauge public opinion to see if there is indeed support for proceeding further.

The CPR Station at Rosthern, preserved on site, has been converted into the Station Arts Centre, and includes a live performance theatre in the baggage room behind the caboose.

The former CPR Station at Theodore had to be relocated away from the railway tracks, and now serves the community as a local museum and drop-in centre.

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2. Gauge Public Support

The quickest and easiest way to determine what level of support exists to undertake a heritage conservation project is to hold a public meeting at the site or at a nearby community hall, depending on the number of people that are expected to attend. When meetings like this were held at Claybank and Indian Head, about 100 to 125 people attended. Each meeting included a presentation that reviewed the heritage significance of the site and submitted a proposal for the conservation work, along with a rough budget. Not everyone in attendance is familiar with the site, so illustrations, either in the form of panels and/or a slide show / power point presentation are essential to give people some idea of what is being discussed and proposed. An opportunity for questions, along with some refreshments help make the event both informative and enjoyable for the participants. The presentation should take no more than 30 minutes to an hour, leaving time for questions and public feedback.

A crowd of about 120 people assembled at the Indian Head Memorial Hall on August 16, 2006 to learn more about the proposal to Save the Bell Barn. From this group, about 20 people subsequently formed the Bell Barn Society of Indian Head.

Near the end of the presentation, a call should be made for volunteers. Those who wish to become involved can then register for a subsequent formation meeting, to be held in the near future if a sufficient number of persons express an interest. If no one expresses interest in the proposed project, the proposal may not be viable as presented, or there may simply be no desire on the part of the community. In that case, the proponents need to completely rethink the project and its merits.

3. Document the Site at all Stages

Very early in the process, steps should be taken to thoroughly document the current condition of the site. At a minimum this should include detailed exterior and interior photography of any building or structure on the site, and details of any problem areas. As well, if required, comprehensive architectural or engineering drawings should be commissioned. In some instances, assistance for this "as-is" documentation can be undertaken with the assistance of the Architectural Technology Program at the SIAST, Moose Jaw Campus. The Addison Sod House National Historic Site, near Kindersley, is one of the heritage sites that has been recorded through this program. This record should include cataloguing the photos, indicating the content of the photo, who took the pictures, and the date. If a volunteer with good photographic skills can be secured to undertake only this task, then that major need has been addressed. Almost all of the hundreds of images documenting the Bell Barn Project have been the work of a single volunteer, and this is his only task. But they form the backbone of the documentation process and of the photos posted on the Society's website.

While it is important to document all aspects of the project, it may also be possible to incorporate the work of others into the site's documentation. Some heritage and government agencies undertake their own documentation of a heritage site, and those records can be invaluable to any project. A check with the Architectural Heritage Society of Saskatchewan, the Heritage Branch of the provincial government, and the Parks Canada Agency could be most rewarding in that regard.

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4. Form a New Society or Committee Within an Existing Organization

To avoid loosing any of the excitement and momentum generated at the public meeting, within a few weeks call together all of the people who volunteered to help achieve the project preservation goal. At this founding meeting, elect an interim Board of Directors, which should include a Chair, Vice Chair, Secretary, Treasurer, and Members at Large. If this is a committee of an existing organization, the group can likely get to work on the project without further organizational requirements.

If this is a new organization, and Non-Profit status is deemed desirable in order to secure private and public funding support and to be able to provide tax receipts, then steps need to be taken quickly to initiate that process, as this often takes at least a year to achieve. In the interim, if donations are being sought, it may be possible for the local RM or Town to provide tax receipts for donations given to that municipality for the conservation project. Exactly such an arrangement was made between the Bell Barn Society and the Town of Indian Head until the Society's non-profit registration number was approved by the Canada Revenue Agency. Existing organizations that already have the ability to issue tax receipts do not have to utilize this process.

Volunteer meetings are often held in the evenings, after a long day at work. Therefore, keep them short, no more than two hours. After that, people begin to loose focus and start getting anxious to get home. Also, keep clear and concise minutes of every meeting in order to establish a record of all proceedings, to document decisions, and to spell out who does what. Minutes can also be useful resources at future meetings when questions arise about previous activities or decisions. They also help inform people who miss a meeting of what transpired in their absence. In a few instances, they also provide a legal record of decision that may have become controversial or involve the law. But, more important, they document how the project is progressing and can be key documents when writing media articles or a history of the project at some later date. Be sure to identify the full names of all participants at least once in each new set of minutes, and if more than one person has the same name, clarify which one is being referred to.

5. Know the Heritage Value of Your Site

Before embarking on a project, one should determine what current or potential heritage value there may be for the site. If the site has already been designated by the municipal, provincial or federal government, then that establishes a certain minimal level of importance. This fact, in turn, may help to generate funding, as some donors see a particular appeal in contributing to the preservation of an official heritage property, and the higher the level of designation, the more likely they are to contribute. This is not always the case, but it certainly helps convince some donors.

If there is any uncertainty about the designation, a check with the urban or municipal council, the Heritage Branch of the provincial government, or the Historic Sites and Monuments Board of Canada should clarify the status of any site. If none of these agencies have designated the site, then consider what level might be appropriate, and discuss possible designation with that agency. In some instances, having official designation from a government agency is a prerequisite to even being eligible to apply for funding assistance.

The Addison Sod House, near Kindersley, has been recognized as both a Provincial Heritage Property and as a National Historic Site

The Fire Halls at Bruno (top) and Ogema (bottom) have been designated by their respective Town Councils as Municipal Heritage Property

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The Fire Halls at Bruno (top) and Ogema (bottom) have been designated by their respective Town Councils as Municipal Heritage Property.

ESTABLISH A FUNDRAISING COMMITTEE

A key factor *in developing a successful heritage program is to select the right people for the various components of the project.* Often, a key component is the fundraising committee. For a small project, such as a local church, an existing Buildings and Grounds Committee might well serve that purpose. Or perhaps there is a Finance Committee that has some proven experience in dealing with the group's financial affairs. Alternately, it may require formation of a new committee, with a temporary mandate to undertake the restoration project.

Regardless, it is important to have people on the committee who are firmly dedicated to the proposed work. The chair of the committee should be a member of the group or community. It may be difficult for a non-member to become the leading fundraiser if that person does not have a vested interested in seeing the project succeed. While people outside the community and organization may have skills that they can contribute to the project, the chair should be a proven leader and someone who clearly speaks for the group.

Look to people who have a previous association with the site, such as a former municipal official, banker, fire fighter, business person, etc. Such people often are very proud that "their" site is being preserved, and are willing to work exceptionally hard and long hours to ensure that the project succeeds.

The fundraising chair for the Bell Barn Society, Maurice Delage (left), accepts a cheque from Farm Credit Canada representative Michael Hoffart towards development of the Interpretive Program at the reconstructed round stone barn. Delage is a local farmer with extensive involvement in, and connections to, the agribusiness community.

The chair for the Bell Barn Fundraising Committee at Indian Head, for example, is a local farmer with previous executive experience in the North American agribusiness. This skill was crucial to identifying potential donors and securing their co-operation in the reconstruction of this historic agricultural structure.

1. Look for Obvious Links with Potential Donors

They did it at ... Birch Hills - In 1985, the parishioners of St. Saviour's Anglican Church sought help to restore their aging church. A letter writing campaign was launched to all former parishioners, as well as relatives of those buried in the local cemetery. A provincial heritage grant was also requested. When the project was completed, there was enough money left over to establish a small maintenance fund which encourages new donations.

The Obvious Link?
Current and former Anglican parishioners

St. Saviour's Anglican Church
Birch Hills SK

They did it at ... Marysburg - Assumption Roman Catholic Church at Marysburg has been noted for its excellent acoustics since its construction in 1921. Though long closed, the church was rehabilitated to serve as a venue for musical productions.

The Obvious Link?
People who enjoy good music and a venue where that can be appreciated to its fullest.

Assumption Roman Catholic Church
Marysburg SK

They did it at ...Hafford - Built in 1930, the old school looked very derelict by the end of the 20th century. Without intervention it would not survive. However, former students and teachers, as well as local residents pitched in to save the building. With donated funds and volunteer labour, the community landmark was restored and now serves as a local museum and community learning centre.

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Former Krivoshein / Oscar Lake School
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ESTABLISH A FUNDRAISING COMMITTEE

1 Look for Obvious Links with Potential Donors *(cont'd)*

Claybank Brick Plant, near Avonlea

Between 1914 and 1989, this factory manufactured face and fire bricks. Hence, any business that deals or dealt with those products would be prime candidates for participation in a fundraising program. Both national railway companies, the CNR and CPR, purchased refractory (fire) brick from the Claybank Plant during the 1930s, 40s, 50s and 60s in order to line the boilers of their steam locomotives. When approached, and after some considerable negotiation, both firms agreed to provide financial and in-kind assistance to the project. Likewise, some members of Saskatchewan's construction community, who regularly use face brick, also provided assistance. However, overtures to other brick manufacturing plants elsewhere in North America have, to date, not been particularly successful. Those links were indirect, rather than direct, and often with firms that once were fierce competitors to Claybank. Although Claybank interprets the entire brick industry, old memories sometimes die hard.

Bell Barn, Indian Head

This building was erected in 1882, and was part of the well-known Bell Farm, Saskatchewan's first corporate farm. When the Society undertaking preservation of this structure searched for funding sources, it immediately focused on today's agribusinesses. A number of those ventures were very successful, particularly when it came to attending and participating in the annual dinner-auctions, when the firms not only donated significant volumes of agricultural products, but also bid on various items throughout the auction. Over $250,000 was raised through those corporate donors. However, as with the Claybank experience, not all of the overtures for joining the project were received with open arms. In some instances, the Society knocked on the doors several times, or looked for alternate, more receptive contacts within the firm. Persistence often paid off.

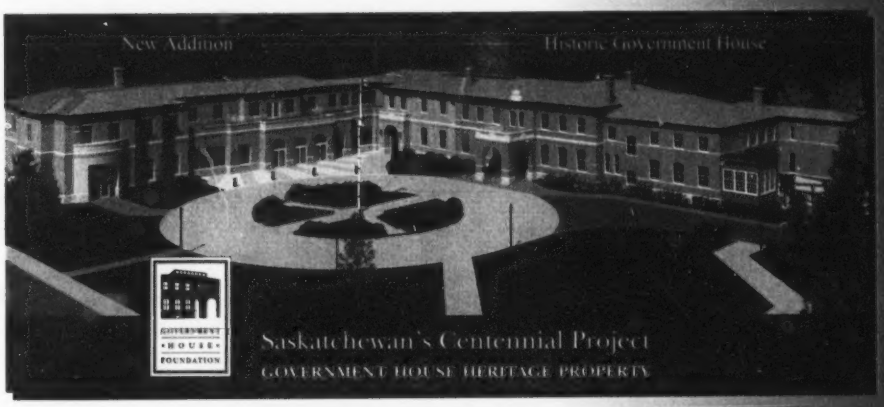
Government House, Regina

This structure was erected by the federal government in 1891, and served as the residence of the Territorial and Saskatchewan Lieutenant Governors until 1945. After several alternate uses, it was converted in 1980 into a museum and offices for the Lieutenant Governor. When a new addition was proposed for 2005, a major focus was placed on securing funding commitments from both the provincial and federal governments; private donors also contributed to the project.

It is often quite easy to find a good primary link between a heritage site and one or more potential donors. While the link may be readily established, that does not mean that the potential donors will jump at the opportunity to provide financial assistance to the project. There will still be considerable work necessary to convince these donors that it is in their interests to support this particular project. Following are some examples of links that have been established for some Saskatchewan heritage sites.

During the annual Heritage Day program, tourists at the Claybank Brick Plant line up for a ride on the immensely popular jiggers donated by the Canadian National Railway.

Artist's drawing showing what the round stone Bell Barn will look like when the reconstruction program is completed.



Government House has served Saskatchewan residents and visitors for over a century.

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Bell Barn, Indian Head

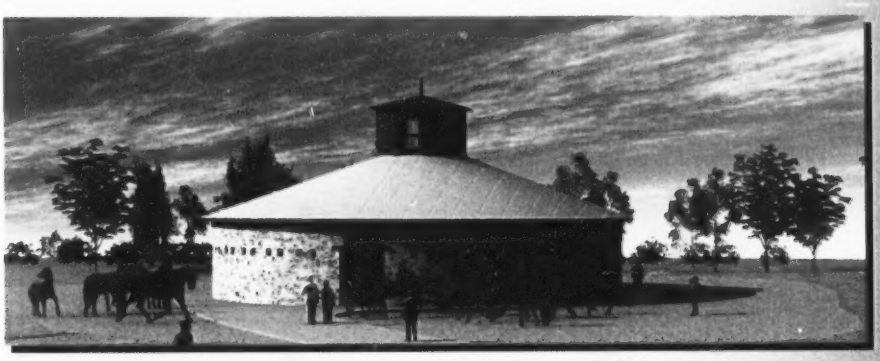
This building was erected in 1882, and was part of the well-known Bell Farm, Saskatchewan's first corporate farm. When the Society undertaking preservation of this structure searched for funding sources, it immediately focused on today's agribusinesses. A number of those ventures were very successful, particularly when it came to attending and participating in the annual dinner-auctions, when the firms not only donated significant volumes of agricultural products, but also bid on various items throughout the auction. Over $250,000 was raised through those corporate donors. However, as with the Claybank experience, not all of the overtures for joining the project were received with open arms. In some instances, the Society knocked on the doors several times, or looked for alternate, more receptive contacts within the firm. Persistence often paid off.

Government House, Regina

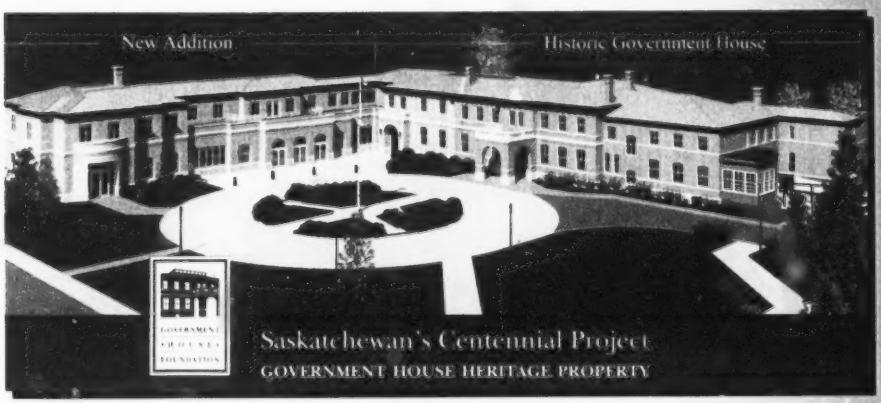
This structure was erected by the federal government in 1891, and served as the residence of the Territorial and Saskatchewan Lieutenant Governors until 1945. After several alternate uses, it was converted in 1980 into a museum and offices for the Lieutenant Governor. When a new addition was proposed for 2005, a major focus was placed on securing funding commitments from both the provincial and federal governments; private donors also contributed to the project.

It is often quite easy to find a good primary link between a heritage site and one or more potential donors. While the link may be readily established, that does not mean that the potential donors will jump at the opportunity to provide financial assistance to the project. There will still be considerable work necessary to convince these donors that it is in their interests to support this particular project. Following are some examples of links that have been established for some Saskatchewan heritage sites.

During the annual Heritage Day program, tourists at the Claybank Brick Plant line up for a ride on the immensely popular jiggers donated by the Canadian National Railway.



Artist's drawing showing what the round stone Bell Barn will look like when the reconstruction program is completed.



Government House has served Saskatchewan residents and visitors for over a century.

ESTABLISH A FUNDRAISING COMMITTEE

2. Know Your Donor

It pays to do some research and learn about a person's or company's past philanthropic history before approaching them for funding assistance. Most donors have very specific ideas of what they will and will not fund. For some, this information is available on their websites or in literature relating to funding for community-based projects. Very few, if any, will contribute to the preservation of privately-owned heritage properties. Government is the main exception to this rule.

Some donors will fund only projects that relate to children or education. Others, like the SaskTel Pioneers, prefer to fund activities, rather than capital works, and even participate in the delivery of some of those activities. Yet others will only support projects with which their employees are directly involved. Both the CPR and Bank of Nova Scotia provided assistance to the Claybank Project in part because some of their employees were active members of the Claybank Brick Plant Historical Society.

Donors may also have religious, social or geographic concerns. The J.M. Kaplan Fund of New York provided funding primarily for the preservation of churches on the Great Plains, including Saskatchewan. Other potential donors may not contribute if the project includes revenue from sources related to smoking, gambling and alcohol. Accepting even small donations from those sources could jeopardize the ability to garner much larger donations from firms and individuals that place a high value on certain social issues.

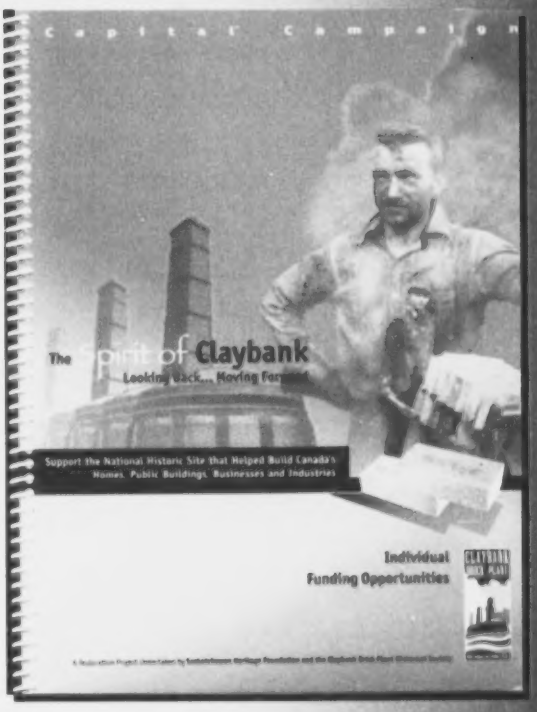
There have been situations when support from one or more levels of government was a requirement. In other circumstances, government support is specifically not sought because sponsors do not want to be associated with potential government obligations. It would therefore be prudent to politely question potential donors regarding any restrictions or qualifications associated with their funding commitments.

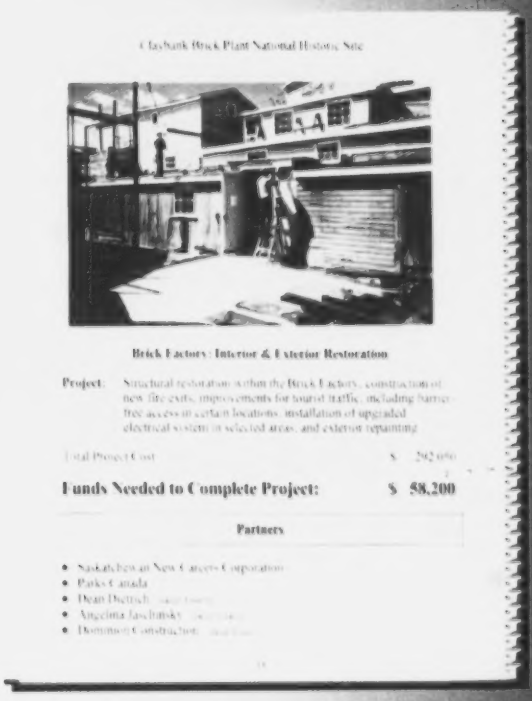
Shiloh Baptist Church, erected NE of Maidstone in 1912, was restored in part from assistance provided by the J.M. Kaplan Fund, which focused its funding primarily on rural churches.

3. Know What to Do With the Donor's Money

Many organizations require some form of Business Plan that outlines the proposed work , how the projected goals will be achieved, and what arrangements have been made to secure funding. Business Plans can be tedious documents to prepare, but help the group to clearly think through their project and to itemize how they will proceed in a step by step basis.

It may be desirable, and perhaps even necessary, to divide the project into its various components, so that fundraising can be targeted to specific needs and to specific potential donors. Hence, costs can be directed to research, design, construction, interpretation, promotion, and activities. These components can then be presented to potential donors, who can choose which areas they feel most comfortable supporting.


Capital Campaign
The Spirit of Claybank
Looking Back... Moving Forward
Support the National Historic Site that Helped Build Canada's Homes, Public Buildings, Businesses and Industries
Individual Funding Opportunities


Claybank Brick Plant National Historic Site

Brick Factory: Interior & Exterior Restoration

Project: Structural restoration within the Brick Factory, construction of new fire exits, improvements for tourist traffic, including barrier-free access in certain locations, installation of upgraded electrical system in selected areas, and exterior repainting

Total Project Cost $ 262,050

Funds Needed to Complete Project: $ 58,200

Partners

- Saskatchewan New Careers Corporation
- Parks Canada
- Dean Dietrich
- Angelina Jaschinsky
- Dominion Construction

At the Claybank Brick Plant, a catalogue was compiled depicting and discussing 19 projects, broken into four categories: $100 to $1,000, $1,000 to $10,000, $10,000 to $50,000, and over $50,000. This document provided a useful guide for people wanting to learn about the options for funding.

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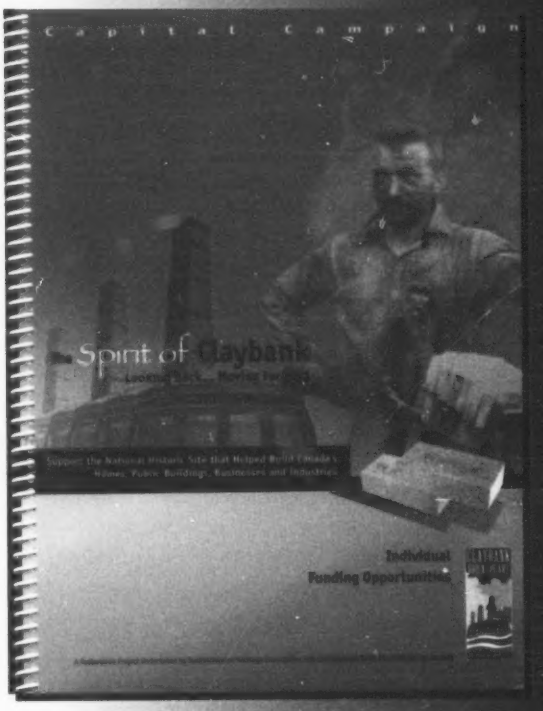

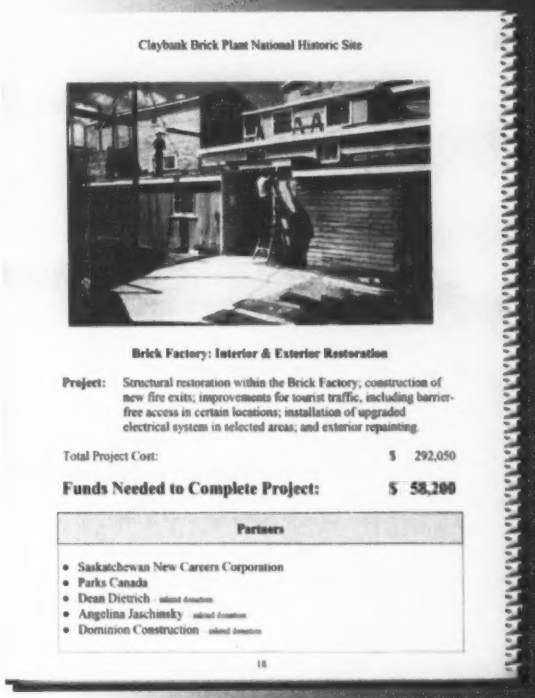

Claybank Brick Plant National Historic Site

Brick Factory: Interior & Exterior Restoration

Project: Structural restoration within the Brick Factory; construction of new fire exits; improvements for tourist traffic, including barrier-free access in certain locations; installation of upgraded electrical system in selected areas; and exterior repainting.

Total Project Cost: $ 292,050

Funds Needed to Complete Project: $ 58,200

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18

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4. Know Your Competition

Fundraising is a competitive activity, and so it is also important that there is a good understanding and knowledge of what other community fundraising activities may be in progress or proposed for the near future. If so, can your community / region handle another request? Can you work co-operatively with other fundraisers?

At Melville, a proposal to undertake restoration of the historic Municipal Building (City Hall) came at the same time as there was a major thrust within the community to erect a new Communiplex. The latter project virtually overwhelmed all other initiatives within the city, which meant that proponents for the Municipal Building's restoration and rehabilitation had to redesign their project to take that reality into account. With the physical structure of the historic building deteriorating, it was sometimes difficult and frustrating for those wishing to proceed with the historic project to defer to the Communiplex initiative.

When faced with such competition, it may be opportune to take a break from the proposed restoration project schedule, and reassess when a new community initiative could best be undertaken. During this interlude, project proponents could concentrate on completing historical research, planning and design work, and lining up potential partners for the time when a launch for the new initiative is more likely to be successful. While this might be seen as a set back by some, it could also be seen as an opportunity to regroup and ensure that all of the necessary preliminary work has been completed before seeking community and external support for the project.

The Melville Municipal Building *was designed by Regina architects Storey and Van Egmond and erected in 1913. It has served as the administrative offices for the City ever since. A rehabilitation proposal in 2006 emerged in direct conflict with another major community project - construction of a new Communiplex. Unable to proceed with both projects simultaneously, proponents of the historic building used the down time to re-examine their project, consider viable options for some of the proposed work, such as installation of an elevator, and plan for the launch of an aggressive fundraising program after the Communiplex project was completed.*

Melville Municipal Building

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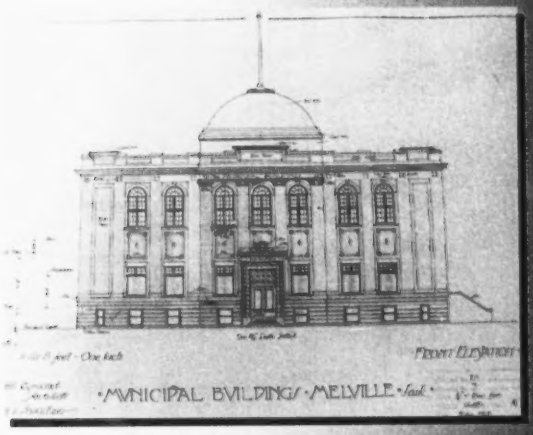

Melville Municipal Building

ESTABLISH A FUNDRAISING COMMITTEE

5. Look For Unique or Unusual Fundraising Ideas

Many sites have some aspect that is unique or unusual. Where this can be readily identified, it might be a feature that is put to good advantage when developing a fundraising project. Just as communities have erected large symbolic structures around the province (such as the Oil Can at Rocanville, and Tomahawk at Cut Knife), so special aspects of a heritage restoration project may be exploited to help generate public awareness or funding contributions. In addition, some local initiatives have proven to be successful fundraisers, and could be considered as possible activities or events for heritage projects. However, some ideas may be too far fetched or inappropriate, and could swerve to detract from rather than contribute to the fundraising program.

Some initiatives may only raise a relatively small amount of money, but have excellent public relations potential. Such a project was initiated at Indian Head, where students at the local elementary schooi built a series of miniature round barns. With a slot for money donations in the top, the mini-barns brought in over $3,500 for the Save the Bell Barn campaign. Placed at businesses throughout the community, they helped draw attention to the project. This initiative was also written up in newspapers, which further added to the public awareness. It also brought school children into the heritage project.

Highly successful dinner-auctions have generated about $50,000 per year at Indian Head. These events include provision of $35 tax receipts for that portion of the $50 dinner ticket that is a donation. As well, as the site is very agriculture focused, many of the items donated for the auction were related to that business, including farm chemicals and machinery components, as well as various forms of local art and business contributions. Auctioning off the VIP table has netted about $2,000 each year, for which the successful bidder gets a floral display, some wine and chocolates, first in line at the self-serve dinner table, and, of course, bragging rights. The VIP table bidding is a favourite among corporate sponsors attending the event.

Over 25 mini-barns *were made by students of the Indian Head Elementary School to raise money in Indian Head to help preserve the historic round stone Bell Barn. Placed in various businesses throughout the community, loose change collected from them amounted to over $3,500, and public interest in and awareness of the Bell Barn Project benefitted greatly from their placement.*

Bidding for the VIP table *at the annual Bell Barn Society's dinner-auction is a popular event, kick-starting the evening's activities in a highly spirited and financially successful manner.*

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Near Parkside, the Honeywood Nursery had been abandoned and become totally overgrown almost beyond recognition. Since 2000 the site has been rehabilitated, buildings restored, and visitors again enjoy the various groves of trees and extensive lily plantings for which the nursery was famous throughout much of the 20th century. As part of its fundraising program, the heritage society that operates the site hosts several themed events during the year, including "Celebrate the Coming of Spring" in late March, "Apple Blossom Time" in May, "Lilies in Bloom" in July, and "A Touch of Autumn" in September. By focusing on the changing colours and growth experiences, the Society enables visitors to enjoy a very different heritage attraction, one that features both the historic and natural environment.

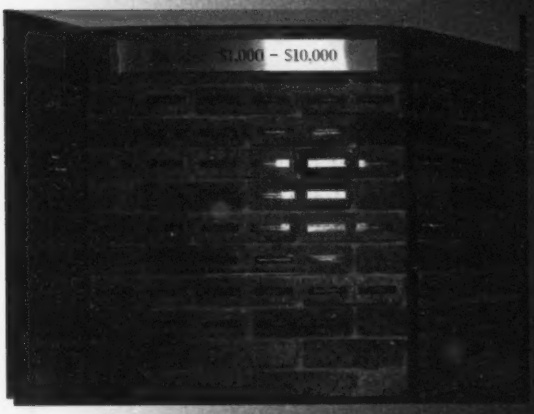
Over 25 different varieties of lilies were developed by A.J. (Bert) Porter at the Honeywood Nursery between 1934 and 1999. Many won international prizes, and their developer was awarded an honorary Doctorate degree and inducted into the Saskatchewan Agricultural Hall of Fame for his contribution. Today the heritage society reclaiming the nursery focuses its fundraising activities on the beauty of the nursery and accompanying groves, as they change from season to season.

6. Recognize Your Donor's Contribution

Both individuals and organizations that contribute funds toward a project want to see their contribution publicly recognized. Only a small number request anonymity. Recognizing that reality, it is important to provide appropriate and regular recognition to these donors. Failure to do so could have negative consequences for the organization and for the project, particularly if donors are dissatisfied in how they were treated and speak about their dissatisfaction to others. Negative public relations can be a major obstacle to completing a project or dealing with its ongoing operational needs.

It has become fairly common for donors to be recognized on a Donor Wall, the design for which can be creative or basic, and can become costly. Some donor recognition walls utilize some form of link with the site, such as an outline of animals for a zoo. At the Claybank Brick Plant, the wall is made of imitation bricks, with the name plates of donors affixed in the appropriate category.

Recognition can also be provided during public functions, on brochures, in annual reports, in the media, or on the organization's website. It is difficult to over-emphasize this.



Donor Wall

The donor wall at the Claybank Brick Plant is portable and expandable, and provides recognition to all donors, according to their level of contribution. The advantage to a portable system is that it can be repositioned without requiring new construction. As well, it can be brought to other venues if it is desirable to host a Claybank-related activity away from the Brick Plant.

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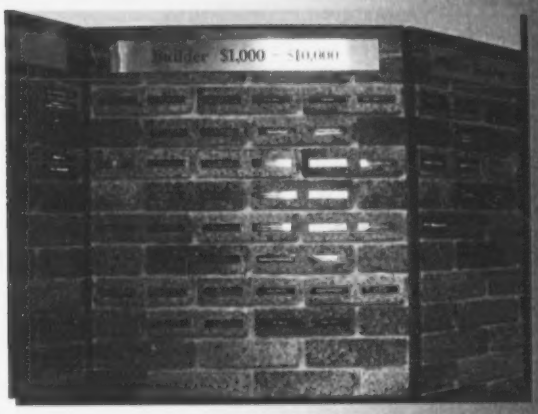

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DOING THE WORK

1. Research the Site

Once the decision has been made to undertake a preservation project, it may be necessary to conduct additional research in order to obtain a thorough knowledge of the site, including construction details, and an understanding of the history of the site from the time it was established until the present.

Historical information can be obtained from a variety of sources, including local, provincial and national archives and libraries, historical societies, the past and present site owners, newspapers, and people in the community. In addition, with the current availability of the Internet, extensive research can be done by computer, though verification of the information received is always prudent. It is important to remember two truths when conducting historical research: (1) facts are always subject to human error, and(2) two or more people witnessing the same event may document it quite differently, but that does not mean that either is wrong. Therefore, treat all historical documents and information with a grain of salt and, if possible, find several corroborating sources for important facts. Typographical and spelling errors are the most common errors to deal with.

Part of this research work may be a thorough documentation of the current condition of any buildings on the site. This includes detailed photography, possibly the sourcing out of measured drawings, and possibly taking or preserving samples of historic building material and fabric, such as wall paper, hardware, and fixtures. This is a critically important procedure for any project that involves demolition or dismantling of part of a building, as there is never a second opportunity to do this work after the demolition has taken place. Experience has shown that there can never be too much documentation.

All research information should be fully documented according to sources, and filed in an organized manner for future reference. Where appropriate, catalogue information and remember to include dates when photos were taken, photographer's name, and identification of the subject matter. Virtually all preservation projects see the people involved consulting previous research information to resolve critical questions that arise during the restoration process.

Research is often an on-going activity, that lasts throughout the life of the project. However, once the basic research phase is relatively complete, actual on site work can commence. Yet even here, arrangements should be made to document the work as it proceeds on a day-to-day basis.

2. Determine the Desired Level of Preservation

Preservation can include stabilizing the existing structure, restoring some damaged elements to their original design, recreating missing components (such as verandahs, roof cresting, etc), dismantling and reconstructing a portion or all of the building, or reconstructing a building that has been completely destroyed, as sometimes occurs after a devastating fire. In some instances, due to unusual circumstances (such as flooding a valley for a hydro electric dam project), a historic building has to be moved, or has to be dismantled and reconstructed at a new site. All of these options are forms of preservation. Some retain greater or lesser degrees of the original historic fabric and importance of the site, but all retain the intrinsic historic meaning that the building has for the community. In some countries historic buildings have been destroyed and rebuilt several times over the centuries, but the current version remains important for its representation of the original, and its continuation of the historic traditions and memories associated with the building. However, unquestionably, the preferred option is always to have the original building on its original site in its original condition, with minimal alterations.

When initiating a heritage preservation project, the group undertaking the work needs to first determine what kind of preservation is appropriate for this situation, and then to plan the work accordingly. In some instances, it may be preferable to preserve the building as it evolved with all of its accompanying additions and alterations. In other situations, the alterations (such as the installation of modern doors and windows) may seriously detract from an appreciation of the original historic design. In such a situation, a return to a replica of the original is warranted.

Before restoration of the Shiloh Baptist Church northeast of Maidstone was initiated, historical research revealed the state of the log church as it appeared in the 1940s. This photograph, along with on site documentation, ensured that the restoration work was accurately undertaken.

The restoration of Government House, Regina, in 1978-1980 included removal of an intrusive 1950s brick chimney and metal fire escape from the front of the building, but retention of the 1928 additions to the left and right of the original 1891 structure. However, new doors compatible with modern safety code requirements were installed in the primary entranceway at the left, while the original front doors, in the Romanesque-arched porte-cochere were retained and used only for ceremonial purposes.

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Research is often an on-going activity, that lasts throughout the life of the project. However, once the basic research phase is relatively complete, actual on site work can commence. Yet even here, arrangements should be made to document the work as it proceeds on a day-to-day basis.

2. Determine the Desired Level of Preservation

Preservation can include stabilizing the existing structure, restoring some damaged elements to their original design, recreating missing components (such as verandahs, roof cresting, etc), dismantling and reconstructing a portion or all of the building, or reconstructing a building that has been completely destroyed, as sometimes occurs after a devastating fire. In some instances, due to unusual circumstances (such as flooding a valley for a hydro electric dam project), a historic building has to be moved, or has to be dismantled and reconstructed at a new site. All of these options are forms of preservation. Some retain greater or lesser degrees of the original historic fabric and importance of the site, but all retain the intrinsic historic meaning that the building has for the community. In some countries historic buildings have been destroyed and rebuilt several times over the centuries, but the current version remains important for its representation of the original, and its continuation of the historic traditions and memories associated with the building. However, unquestionably, the preferred option is always to have the original building on its original site in its original condition, with minimal alterations.

When initiating a heritage preservation project, the group undertaking the work needs to first determine what kind of preservation is appropriate for this situation, and then to plan the work accordingly. In some instances, it may be preferable to preserve the building as it evolved with all of its accompanying additions and alterations. In other situations, the alterations (such as the installation of modern doors and windows) may seriously detract from an appreciation of the original historic design. In such a situation, a return to a replica of the original is warranted.

Before restoration of the Shiloh Baptist Church northeast of Maidstone was initiated, historical research revealed the state of the log church as it appeared in the 1940s. This photograph, along with on site documentation, ensured that the restoration work was accurately undertaken.

The restoration of Government House, Regina, Sask. 1978-1980 included removal of an intrusive 1950s brick chimney and metal fire escape from the rear of the building, but retention of the 1928 additions to the left and right of the original 1891 structure. However, new doors compatible with modern safety code requirements were installed in the primary entranceway at the left, while the original front doors, in the Romanesque-arched porte-cochere, were retained and used only for ceremonial purposes.

3. Preservation of Historical Records and Artifacts

During the course of the heritage project, important original historic documents, artifacts and building components may be collected or discovered. These are non-renewable heritage resources, and care should be taken to ensure that they are preserved and stored in proper containers, environment and facilities. Historical documents such as maps, letters, photographs and architectural plans need to be placed in acid-free files or containers and stored in an environment that is stable and secure from any infestation. The best place for such records is in a municipal, provincial or national archives. Retaining the originals of these items on site may have great sentimental value, but could place the documents at long-term risk. If preserved in an archives, copies can always be made for display purposes, while the originals are maintained in a safe and durable environment. As well, if the copies are destroyed or damaged later, new copies can again be made from the originals. That is not the case if the originals are kept on site.

Both historical records and artifacts deteriorate due to sunlight, fluctuations in temperature and humidity, and with handling by visitors. These are normally best preserved in a museum where environmental controls are at their best. While it may not always be possible, using replicas in both instances is the best practice for any heritage site. If an artifact or document is extremely valuable, putting it on public display in a questionable environment, or in a facility with limited security, should definitely be avoided.

4. Selecting Qualified People

When planning the preservation project, finding qualified people to undertake the various tasks can be very challenging, particularly in Saskatchewan, and even more so in rural parts of the province. It is certainly preferable to have fully qualified people perform all aspects of the work, including historians to do the research, photographers to document the site, architects and engineers with proven experience in heritage conservation work to prepare the necessary plans and negotiate building code equivalencies with permitting officials and inspectors, and interpretation specialists to deal with the task to telling the site's important story to the public, whether this is through displays, brochures or on a website.

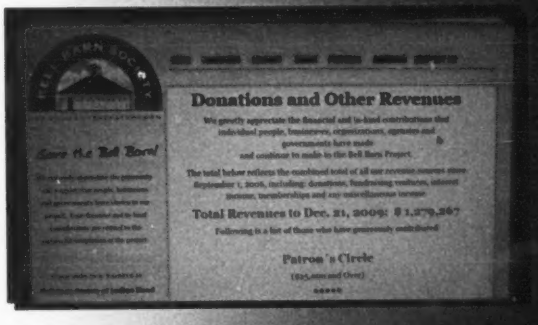
However, professional services are also expensive, and sometimes beyond the practical means of the project's proponents. In situations where fully qualified people are not available for all tasks, then dealing with people who have partial qualifications may be necessary. In that case, those people should also display a sincere feel for heritage work, preferably through past experience that can be reviewed by the project coordinators. Volunteers who lack qualifications may work out well but there is a certain risk that needs to be taken into account. Volunteers can fulfill some functions of a project in an excellent manner, but they can rarely, if ever, fulfill the role of professional archivists, historians, architects, engineers and museologists. In some instances, such services may be volunteered, or offered at a reduced rate due to a connection that the professional person has with the community or project.

Community volunteers can serve well on various committees overseeing the work, to ensure that the needs of the site owner or group are met. Many volunteers have past community involvement experience that is crucial to fundraising activities, or to promoting the project within the community. Those volunteer strengths need to be employed in the same way that the strengths of professional people are utilized. If professional assistance remains an elusive financial reality, then getting the best advice possible from them and proceeding with the work may be a viable option. However, when dealing with the safety of the visiting public, it is not possible to eliminate the services of qualified architects, engineers and contractors.

This historic photograph of two of the Bell Farm Cottages, taken by Winnipeg photographer A.B. Thom around 1884, was among several dozen historical records donated by the Bell Family to the Bell Barn Project in 2010, several years after the preservation project got underway. Due to the deteriorating state of these records, they will all be preserved at the Saskatchewan Archives Board with copies made for display at the Bell Barn Interpretive Centre.

5. Create or Enhance a Website

Before the advent of the Internet, knowledge of a heritage site was often only available in publications such as brochures and books, or in photographs and post cards. Today the ability to distribute information about a heritage site's importance, rehabilitation and operation can be distributed around the world through the use of a website. This is one of the best methods for rapidly transmitting news or of presenting vast quantities of written and audio-visual information about the site. If a site does not have a website, every effort should be made to acquire one, or to piggy-back with an appropriate existing community site, such as a municipal website.



The website for the Bell Barn Society provides a variety of information, including several hundred photographs of the preservation project and a listing of over 700 donors. The site can be accessed at: http://www.bellbarn.ca

Websites can become stale, and it is equally important to regularly update the site. While first time visitors will enjoy the site, repeat visitors look for new items or other changes. Maintaining a website can be time consuming, and so it is desirable to find one or two key people whose primary role is to do just that.

Websites can be used to request historical information, and can be employed to great effect as part of the fundraising campaign. Contests can be hosted there, and details on upcoming events announced and subsequently reported on. If there is a restoration program underway, regular progress reports can keep visitors to the site well informed, and can be useful for potential funders to readily get an update on how well the project is progressing, and, perhaps, what kind of funding support is being provided by others.

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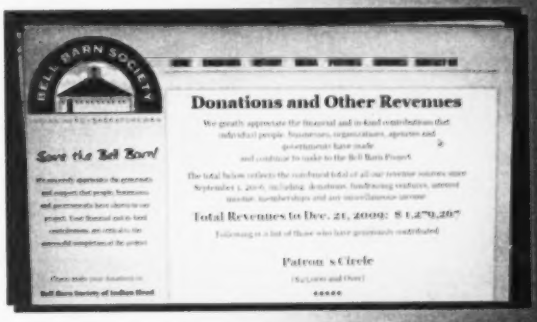

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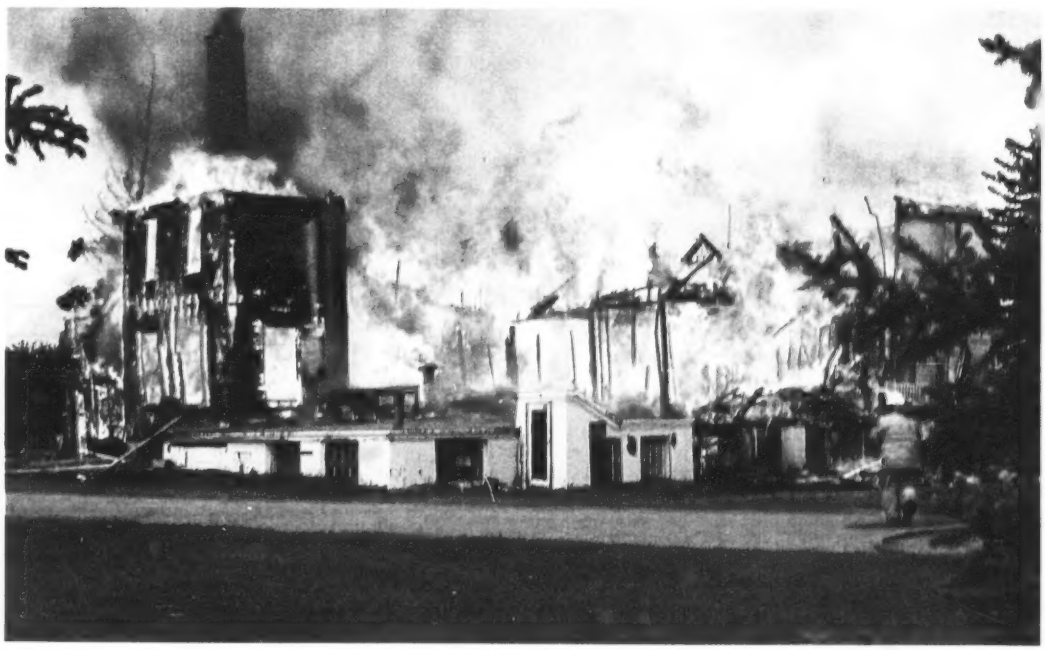
DOING THE WORK

6. Building Codes

Modern building codes and historic construction regularly come into conflict, but a resolution to this apparent impasse can often be achieved if the parties involved desire to work together to find a solution that is both safe and respectful of the historic integrity of the heritage building. The key to this can generally be found in a single word: equivalencies.

Canada's National Building Code sets out important and valid standards for new construction, standards that were developed, in part, due to inadequate construction in the past. Hence, when preserving an historic structure, it is possible that the building may exhibit some of those deficiencies. However, age alone does not automatically mean that the structure is unsafe. Many historic buildings around the world have stood the test of time, despite not meeting modern building codes. However, when potential structural problems have been identified, incorporating today's improved standards should be a high priority for any project.

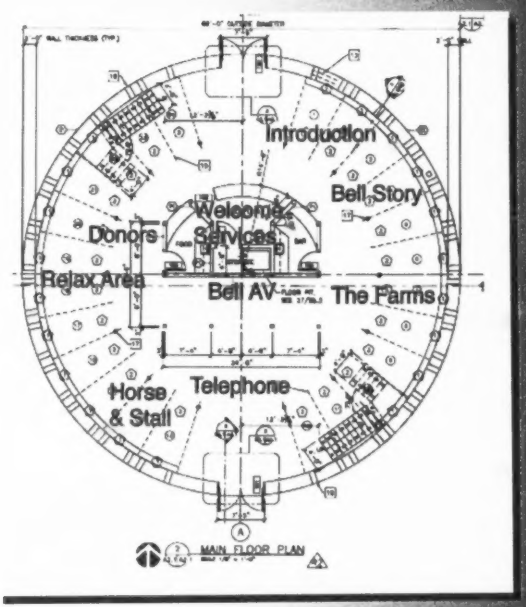
Far too many historic buildings continue to burn down due to the lack of a fire suppression system. Multiple exits and fire suppression systems are often lacking in historic buildings, and their introduction not only makes the structures safer for visitors, but may also be critical to ensuring minimal damage to the historic fabric in case of fire. As well, failure to address these issues may prevent or severely limit the volume of public access that is desired for the restored building.



In addition to installing a fire suppression system, introducing additional means for exiting, such as new or improved fire escapes, or limiting the number of people inside a building or selected areas of a building, may be an equivalency option that can apply. Consideration should be given to merging safety with the need to preserve as much of the original historic fabric as possible.

A second-storey window has been modified to serve as an emergency exit at the Claybank Brick Plant's former Bunkhouse, erected in 1920. A barrier-free exit was also introduced on the main floor. By adding these features to the least visible exterior wall, the Historical Society was able to retain maximum interior space for program operation, and achieve a sensitive balance between building code requirements and preservation of the building's original historic design.

Claybank Brick Plant - former Bunkhouse



Bell Barn, Indian Head SK

In 1882, access to the loft in the Bell Barn was originally by a vertical ladder. In order to provide public access to this area of the barn, two staircases have been installed. Besides providing a comfortable means to reach the loft, these have been placed at opposite ends of the structure to provide emergency exiting through the north and south entrances to the barn.

Opposite Page - The destruction in 2003 of Government House, Battleford, erected in 1876, might have been limited to much less significant damage if the building had been equipped with a sprinkler system.
(Photo: Menno Fieguth)

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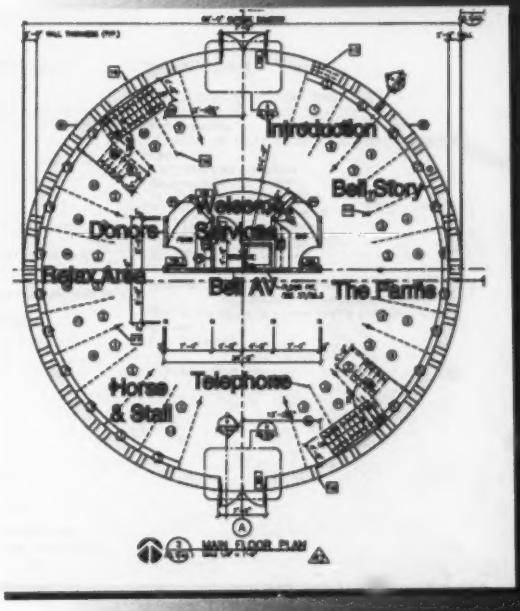

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INTERPRETING YOUR SITE

1. Report on the Project

When the project is over, prepare a well-illustrated final report on the work performed and lessons learned. This task is often overlooked, as people involved with the project heave a sigh of relief, and go on to other needy initiatives. However, an End-of-Project Report is useful for several reasons, and its production should be considered a priority item.

First of all, a good final report will provide an excellent reference document for future consultation, when more restoration or new construction work is proposed. This report can be a helpful starting point for the new project, eliminating the need for the project proponents to start back at square one. The report should include:

- Written summary and comments
- Good quality before, during and after photos
- Representative architectural and engineering drawings
- Comments on what went particularly well and what was problematic, and how the latter were resolved
- Comments on the fundraising initiatives as well as the structural work
- Identification of potential long-term problems that may develop
- Recommendations for future work, including on-going maintenance and new restoration

When completed, the report should be made available in both paper and electronic format, and should be posted on the website.

2. Website Maintenance

Websites can be excellent tools for telling people about any heritage site or project. Not only is the site accessible around the world, but it is also a very inexpensive way to promote the project and provide people with updated information.

Although there is often great enthusiasm at the outset to post a lot of material on the website, once the initial excitement wears off, many sites become dated because new information is not regularly posted. After some years, consideration should be given to revamping a portion or all of the site, in order to keep it vibrant. However, if the site generates lots of positive comments, do not rush to totally revamp it. It may not be broken, so don't fix it.

One of the best websites in Saskatchewan for interesting content and constant new development updates is the electronic NEWS letter for the Saskatchewan Railway Historical Association, accessible at: http://www.saskrailmuseum.org/ For variety, clarity and interesting content, it is hard to find a heritage website in Saskatchewan that is better than this one.

3. Brochure, Plaque or Some Other Form of Recognition

Where applicable, consider preparation of one or more forms of promotional items, either portable (brochure, post card, lure card, DVD) or permanent (plaque). These help draw public attention to the site after the work is completed. If at all possible, plaques should be mounted on a free-standing post, not screwed into the building. Every new hole in an historic structure provides an entry point for moisture, and if the plaque is ever changed or removed, leaves an ugly scar that usually cannot be invisibly repaired. Ensuring that the site is listed in a local walking or driving tour is also an excellent way to promote any attraction.

Some heritage property owners develop innovative ways to interpret their sites, such as the provision of a nook inside the building where a Guest Register, copies of several historic photos and documents, and other mementos relating to the building are kept on display.

Establishing links with other heritage sites and projects in the region, either through joint advertising or on the Internet, can help make people further afield more aware of the site. Joint promotion can reduce costs and make potential visitors to one site aware of the opportunities available at the other.

Grace United Church, Saskatoon

A free standing interpretive plaque at Grace United Church, Saskatoon, enables visitors to learn about the history of the church, is designed to accommodate easy reading by all ages and capabilities, and is readily replaceable if it is damaged, without affecting the fabric of the historic church, which was erected in 1927.

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USE THIS PAGE FOR YOUR NOTES

It is important to remember that each site, location and project will have unique circumstances. Products and references in Saskatchewan Heritage Foundation conservation bulletins are not endorsements and projects require consultation with qualified professionals who will need to visit your site, assess the situation and recommend the appropriate treatments.

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Bell Barn—bird's eye presentation drawing—Liquid Light 3-D Graphics
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Bell Barn Society Website—Frank Korvemaker
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Bell Barn floor plan—McGinn & Associates and Beauchesne & Company, 2009
Page 29—Grace United Church, Saskatoon—Frank Korvemaker, 2009
Grace United Church, Saskatoon, plaque—Frank Korvemaker, 2009

***The Saskatchewan Heritage Foundation** is the primary agency providing financial support to preserve and restore heritage property in our province.*

***50%** Assistance* for eligible costs related to restoration and repair of designated heritage resources.*

**Up to 50% depending on funds available.*
Visit our website for details:
www.tpcs.gov.sk.ca/SHF

Saskatchewan Heritage

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